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16 December 1968

MEMORANDUM FOR THE RECORD

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SUBJECT: CS SENIOR SEMINAR -- Interview with [REDACTED] C/FE,  
[REDACTED] - 6 Dec. 1968

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1. I opened the interview with a prepared, succinct exposition of the origin and nature of the CS Senior Seminar proposal, a brief summary of the modification in concept and substance prompted by the Division and Staff responses to the initial draft proposal (which, I noted, was not prepared by OTR), and a request for further comments, and specifically, identification of "vital, current CS problems" for discussion at the Seminar.

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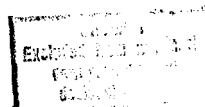
2. [REDACTED] whose written memorandum on this topic had welcomed the Senior School concept of the Seminar, was rather surprised at the drastic modification I mentioned. He spoke approvingly of something that would be "a capsulized National War College or State Senior Seminar," and observed that the truncated version now being considered was more comparable to a DDP standing committee, a management tool for discussing current problems. [REDACTED] observations were not depreciatory of the latter, rather merely underscored the radical departure from the original idea.

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3. [REDACTED] was very much in favor of the "mind-stretching" contributions which high-quality, provocative outside speakers could make. He obviously feels that, with all the dedication many CS officers show, many nevertheless become somewhat parochial and not a little

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ignorant of various international trends in these tumultuous times. (Incidentally, this theme was sounded by several people with whom I conferred.) If outside speakers were not to be used, it was suggested, perhaps one could find some outstanding people within the Agency.

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4. I told [ ] that I had heard about and had recommended to me a paper that he had written not long ago on operational/managerial approaches in FE Division. I asked for a copy of the paper, which [ ] kindly provided, along with a 13 September '68 notice entitled FE Staff Reorganization. Understandably some of the points [ ] made in the interview are covered in these papers in more comprehensive fashion. Both papers are attached.

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5. One of C/FE's major concerns revolves around the concepts of: direction, leadership, and evaluation of performance. In many cases, he feels, subordinates do not really know what is specifically expected of them. The Operating Directive system is not adequate to this purpose. Even more disturbing is the fact that there is inadequate evaluation of operational progress and no valid system of rewards and punishments. This whole area of management needs improvement.

6. Uses and abuses of cover -- along the lines mentioned by others interviewed -- also need thorough examination. The whole matter

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7. [ ] suggested that both the DDP Annex to the Agency's 1965 Long-range Plan and the recent Overview Paper prepared by the DDP Program Review Panel were directly pertinent to the purposes of the Seminar and should prove useful points of departure for determining Seminar topics. [ ] observed that case officers do a tremendous amount of training and teaching of agents, but have themselves learned little or nothing about instructional techniques. In this connection I mentioned that the new Tradecraft Training Kit being developed would probably prove valuable.

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8. Both C/FE and [ ] thought that the selection of officers to attend the first seminar would be crucial. It was suggested that the DDP not ask for candidates, but actually designate them.

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signed: [ ]

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Coordinator,  
CS SENIOR SEMINAR

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